



**Country: Bangladesh
Initiation Plan**

Project Title: Good Urban Governance Project
Expected CP Outcome(s):
Initiation Plan Start Date: August 2011
Initiation Plan End Date: July 2012
Implementing Partner: UNDP implementation with MLGRDC and other DPs

Brief Description

Urban governance is presenting as a significant challenge in Bangladesh. Local governments lack human and financial capacities to provide adequate public services to their existing populations, let alone for expanding populations. They generate little "own" revenue and depend almost entirely upon central government grants or aid programmes for infrastructure investments. Elected officials and staff are inadequately trained and there is a lack of transparency and accountability. Poorly governed cities contribute to productivity declines, public health risks, environmental degradation, natural resource depletion, and propensity for conflict and civil unrest.

In urban areas, where demand for land is high but supply is limited, land tenure has emerged as a critical issue that will continue to undermine efforts to improve living conditions for millions of urban poor people if left unaddressed. For while it is understood that the urban poor have the desire and capacity to make improvements to their own housing and settlements, very few people are willing to make such significant investments when they are at risk of eviction.

Despite a number of recent policy developments that give greater focus to the urban sector - the new Pourashava law, the draft National Urban Sector Policy, the sixth Five-Year Plan and the Outline Perspective Plan - a number of challenges remain. Government oversight for urban sector development is ambiguous, with responsibilities falling between both MLGRDC and MoH&PW. The complications arising from the absence of a national urban sector policy are exacerbated by a lack of coordination between agencies. Coordination issues also plague the City Corporations and pourashavas where multiple agencies operate in isolation from each other. Widely held misperceptions among decision-makers also impede progress in the urban sector.

This IP sets out two work streams – policy support and project development. The former includes the establishment of a Bangladesh Urban Forum and a major launching event and the commissioning of urban governance research papers. The key objective of this stream is to provide a platform for urban sector stakeholders to discuss and build consensus on the challenges and opportunities arising from rapid, unplanned urbanization. These activities will feed into and facilitate the project development stream, the basis of which is an urban governance programme scoping mission. It is planned that this IP will be active for twelve months, after which the proposals delivered by the scoping mission will be further developed and an urban governance project initiated – either as a stand-alone project or as an additional component added to the current UPPR.

<p>Programme Period: August 2011 to July 2012</p> <p>UNDAF AP Component: Pillar Six:, Outcome 1.2, 1.3</p> <p>Atlas Award ID: 00011492</p> <p>PAC Meeting Date 21 August, 2011</p>	<table> <tr> <td>Total resources required</td> <td align="right">USD 526,000</td> </tr> <tr> <td>Total allocated resources:</td> <td></td> </tr> <tr> <td>• Regular</td> <td align="right">USD 526,000</td> </tr> <tr> <td>• Other:</td> <td></td> </tr> <tr> <td> o Donor</td> <td align="right">_____</td> </tr> <tr> <td> o Donor</td> <td align="right">_____</td> </tr> <tr> <td> o Donor</td> <td align="right">_____</td> </tr> <tr> <td> o Government</td> <td align="right">_____</td> </tr> <tr> <td>Unfunded budget:</td> <td align="right">Nil</td> </tr> <tr> <td>In-kind Contributions</td> <td align="right">To be advised</td> </tr> </table>	Total resources required	USD 526,000	Total allocated resources:		• Regular	USD 526,000	• Other:		o Donor	_____	o Donor	_____	o Donor	_____	o Government	_____	Unfunded budget:	Nil	In-kind Contributions	To be advised
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Agreed by UNDP:

I. PURPOSE

Like many countries in the global south, Bangladesh is urbanizing quickly. The urban population has grown from 1.9 million in 1950 to 46.1 million in 2010, jumping from just 4.3 percent of the total population to 28.1 percent in 60 years. The UN predicts that by the year 2045, more than half of Bangladesh's population will live in urban areas.

Urban Partnerships for Poverty Reduction (UPPR) is operating in 30 cities and towns throughout Bangladesh. Implemented by LGED and managed by UNDP, the programme aims to lift three million urban poor and extreme poor people, especially women and children, out of poverty by 2015. UPPR comprises community mobilisation, settlement improvement, socioeconomic development and policy advocacy components. Midway through the programme cycle it is becoming evident that urban governance was not adequately captured in the design of the programme and critical urban governance issues like municipal capacity, land tenure, the absence of an explicit policy framework and weak national coordination mechanisms are emerging as challenges to the achievement of the programme's goal.

UPPR has found that local governments lack human and financial capacities to provide adequate public services to their existing populations, let alone for expanding populations. They generate little "own" revenue and depend entirely upon central government grants or aid programmes for infrastructure investments. Elected officials and staff are inadequately trained and there is a lack of transparency and accountability. Poorly governed cities contribute to productivity declines, public health risks, environmental degradation, natural resource depletion, and propensity for conflict and civil unrest.

In urban areas, where demand for land is high but supply is limited, land tenure has emerged as a critical issue that will continue to undermine efforts to improve living conditions for millions of urban poor people if left unaddressed. For while it is understood that the urban poor have the desire and capacity to make improvements to their own housing and settlements, very few people are willing to make such significant investments when they are at risk of eviction.

Despite a number of recent policy developments that give greater focus to the urban sector - the new Pourashava law, the draft National Urban Sector Policy, the sixth Five-Year Plan and the Outline Perspective Plan - a number of challenges remain. Government oversight for urban sector development is ambiguous, with responsibilities falling between both MLGRDC and MoH&PW. The complications arising from the absence of a national urban sector policy are exacerbated by the lack of coordination amongst agencies. Coordination issues also plague the City Corporations and pourashavas where multiple agencies operate in isolation from each other. Widely held misperceptions among decision-makers also impede progress in the urban sector.

This Initiation Plan (IP) outlines how UNDP proposes to promote an enhanced urban governance policy environment and build UNDP's capacity to take a lead role in supporting the GoB to achieve its urban governance objectives. The IP consists of three components: i) the formation of a Bangladesh Urban Forum (BUF); ii) urban governance research; and iii) an urban governance scoping mission.

i) The Bangladesh Urban Forum

The purpose of the Bangladesh Urban Forum (BUF) is to promote dialogue for sharing experience and knowledge among urban sector stakeholders – Government, CSOs, CBOs, development partners, academia, private sector, etc. – who can contribute to the formulation and implementation of policies on urban development and management, the implementation of the established policies and improving the effectiveness of urban development and management activities. This institution will be launched through a three-day BUF event in December 2011, organized by MLGRDC and MoHPW with support from national and international development partners.

UNDP will provide significant financial contributions as well as comprehensive Secretariat support to both the event and the Forum as an institution.

ii) Urban Governance Research

As outlined above, through the implementation of UPPR it has become evident that a number of urban governance challenges exist. In-depth knowledge of these challenges, however, is scarce. UNDP will commission a number of studies to generate an understanding of the strengths, challenges, gaps and opportunities in the urban governance context.

iii) Urban Governance Scoping Mission

To exploit the in-depth knowledge of the urban governance context that UNDP will generate, the programme will recruit a team of experts to identify the potential scope for a good urban governance project. This mission will meet with the relevant stakeholders, including government and development partners, to identify potential areas of intervention.

UNDP is well placed to intervene in urban governance because it has several important project interventions and cluster resources that relate to urban governance; has good links to partner UN, multilateral and bi-lateral development agencies; and maintains excellent relations with key national stakeholders.

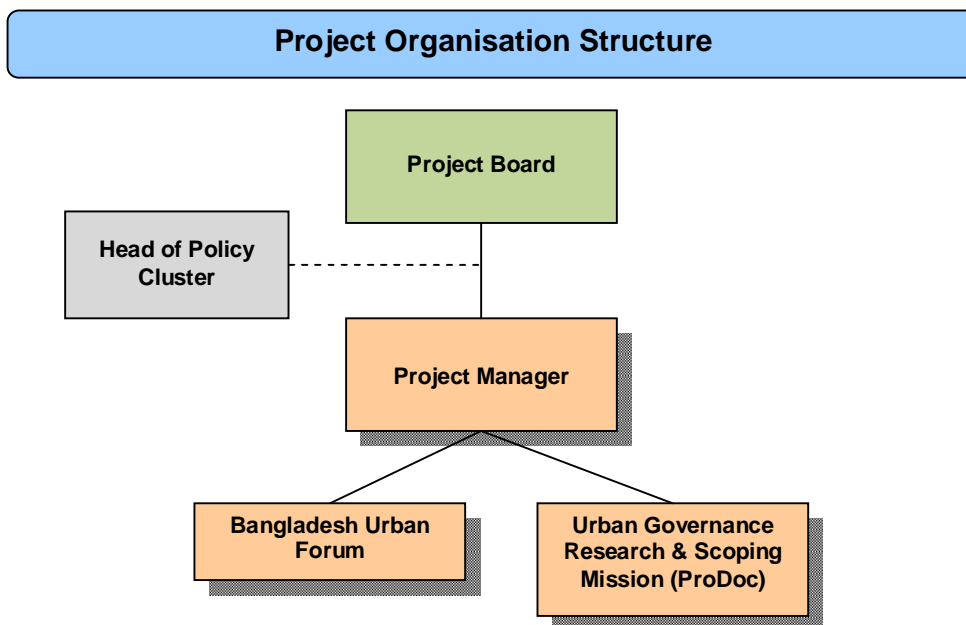
II. EXPECTED OUTPUTS

The GUG Project has three components: the Bangladesh Urban Forum; Urban Governance Research; and Conducting a Scoping Mission. The expected outputs for the three components are as follows:

1. Bangladesh Urban Forum established and launched through an event comprising roundtable discussions, training programs, thematic debates, private sector events, networking events, exhibitions and competitions;
2. Urban governance research conducted and a team of experts formed to assess the context and provide direction on the formulation of a larger UNDP GUG intervention ;
3. A full project document on Good Urban Governance is developed ;

MANAGEMENT ARRANGEMENTS

In line with established practice, the IP will be overseen by a Project Board and the Project Manager will be the Head of the Urban Sub Cluster under the Local Poverty Reduction Cluster. The IP Project Board will be chaired by the Country Director and comprise Senior Management and GoB representatives (from Local Government Divisions). The head of the Policy Cluster will provide project assurance. IP Activities can be grouped under two headings: 'policy support' and 'research and scoping mission'. Policy support primarily focuses on organization of the Bangladesh Urban Forum which will be overseen by an Organizing Committee, with organizational duties managed by a secretariat headed by an eminent urban expert aided by a core task force and professional staff. The urban sub cluster is responsible for the management of the research and scoping mission components.



III. MONITORING

The project manager will send quarterly updates to the Project Board. Risk and issues will also be captured and updated by the Urban Poverty sub-cluster to facilitate tracking and resolution of potential problems or requests for change.

IV. ANNUAL WORK PLAN

Year: August 2011 – July 2012

EXPECTED OUTCOME	EXPECTED OUTPUT	Key Activities	Q 1	Q 2	Q 3	Q 4	Responsible Party	Planned Budget		
								Source of Funds	Budget Description	Amount US\$
Enabled urban governance policy environment	1) Bangladesh Urban Forum established and launched through an event comprising roundtable discussions, training programs, thematic debates, private sector events, networking events, exhibitions and competitions	Conceptualization, organization and launching of the Bangladesh Urban Forum through a high-level conference, with strong support from a Secretariat and international experts and urban sector networks.	X	X			UNDP	TRAC	71200 International Consultants	70,000
									71300 Local Experts	20,000
			X	X			UNDP	TRAC	75700 National Conference and Exhibition (Venue cost BICC)	100,000
			X	X			UNDP	TRAC	75700 Event management/ Consultation Workshop/Dialogue	50,000
			X	X	X	X	UNDP	TRAC	75700 International learning and Exchange	20,000
	2) Urban governance research conducted and a team of experts formed to assess the context and provide direction on the formulation of a larger UNDP GUG intervention ;	Produce and disseminate knowledge, advocacy and communications products.	X	X	X	X	UNDP	TRAC	72500 Supplies, Publications	20,000
									72500 Websites	5,000
					X	X	UNDP	TRAC	72100 Sub contract (Studies and Research/Training/Communications Services)	50,000
			X	X	X	X	UNDP	TRAC	71300 Local Consultants/IC	25,000

	3) A full project document on Good Urban Governance is developed	Organize stakeholder planning workshops	X	X			UNDP	TRAC	71600 Mission cost (Scoping mission, Formulation mission)	100,000
	Technical Assistance & Management	Logistics & Support staff (2)	X	X	X	X	UNDP	TRAC	71400 Service Contract	8,000
		Printing Brochures, Poster, Computers	X	X	X	X	UNDP	TRAC	74200 Printing & Publication	20,000
		Furniture for BUF Secretariat	X	X			UNDP	TRAC	72800 ICT equipment	10,000
		Furniture for BUF Secretariat	X	X			UNDP	TRAC	72200 Furniture & office Equipment	5,000
		Rental of equipment etc.	X	X	X	X	UNDP	TRAC	73400 Rental & maintenance	4,000
		Office Supplies	X	X	X	X	UNDP	TRAC	72500 supplies	5,000
		Travel & DSA	X	X	X	X	UNDP	TRAC	71600 Travel	5,000
		Communication	X	X	X	X	UNDP	TRAC	72400 Comm	4,000
	Miscellaneous	X	X	X	X	UNDP	TRAC	74500 sundry	5,000	
Total:										526,000

Ref: BGD/UNDP/LPAC21.08.11

Local Project Appraisal Committee (LPAC)

Record of Discussions

Project Code:

Project titles:

1. Support to Social Protection Reform and Delivery Initiation Plan
2. Good Urban Governance Initiation Plan

Meeting date: 21st August, 2011

Venue: UNDP (19th Floor Conference Room)

Chair: Robert Juhkam, Deputy Country Director

Participants: See attached annex

1. Opening:

The Chair of the meeting began by welcoming the LPAC participants, especially, the government counterparts to UNDP's offices. He also explained that this meeting will review of two major Initiation Plans (IPs) relating to:

- Support to Social Protection Reform and Delivery
- Good Urban Governance (GUG)

Both IPs had been prepared by the Poverty Cluster. The first would be presented by Richard Marshall (Economic Adviser) and the second by Ashekur Rahman (Programme Analyst).

2. Presentation on the Social Protection IP:

The Economic Adviser outlined the rationale and structure of the proposed IP, which would support the renewal and scaling up of the successful REOPA intervention and maintain UNDP's growing policy support work in this field. This presentation had three parts: the rationale and justification; description of the IP activities which had two components (project design and policy support); and the management arrangements and budget.

Social protection had emerged as a major policy issue both globally and nationally. Effective social protection systems were now central to poverty reduction and social cohesion. Moreover, delivery and policy reforms had a particular resonance for Bangladesh given its vulnerability to environmental threats and its integration within the global economy.

The IP served two functions and therefore, had two operational parts. The first would enable the design and development of a new intervention – the Comprehensive Social Protection Project (CSPP) which would include: a new policy component; a delivery component based on REOPA but renamed SWAPNO; and an



4. Presentation of Good Urban Governance IP

Ashekur Rahman (Programme Analyst) made a presentation on the proposed Good Urban Governance (GUG) IP which would support the initiation of a wider UNDP urban governance programme. The presentation had three parts: rationale, purpose and outputs and management arrangements and budget.

Despite some recent positive developments in urban governance, a number of challenges remain. Government oversight of urban activities continues to be ambiguous, there is a lack of coordination between urban actors and misconceptions exist among policy makers. Good urban governance is of critical importance as the urban population in Bangladesh continues to grow and more rural area becomes enveloped into the urban administration.

The purpose of the IP is to promote an enhanced urban sector development environment by facilitating advocacy and analytical work as well as new programme development to support the Government to achieve its urban governance objectives. The IP can be divided into two streams: policy support and project development. The former includes the establishment of a Bangladesh Urban Forum and its first launching event and the commissioning of urban governance research papers. The key objective of this stream is to provide a platform for urban sector stakeholders to discuss and build consensus on the challenges and opportunities arising from rapid, unplanned urbanization. These activities will feed into and facilitate the project development stream, the basis of which is an urban governance programme scoping mission. The expected outputs of the IP are i) the Bangladesh Urban Forum is established and launched through a high-level event; ii) urban governance research conducted and a team of experts formed to assess the context and provide direction on the formulation of a larger UNDP urban governance project; and iii) project documentation for the Good Urban Governance project is developed.

In line with established practice, the IP will be overseen by a Project Board and the Project Manager will be the Head of the Urban Sub Cluster under the Local Poverty Reduction Cluster. The IP Project Board will be chaired by the Country Director and comprise Senior Management and GoB representatives (from Local Government Division). The head of the Policy Cluster will provide project assurance. Organization of the Bangladesh Urban Forum will be overseen by an Organizing Committee, with organizational duties managed by a secretariat headed by an eminent urban expert aided by a core task force and professional staff. The urban sub cluster is responsible for the management of the research and scoping mission components. The total budget was given as USD 526,000, contributed from UNDP's core budget, with pledges of support from other donors to the BUF.

5. Discussion of Good Urban Governance IP

- Jessica Murray (ACD RRMCC) suggested a series of technical amendments to the management and monitoring arrangements and the annual work plan which were welcomed and would be taken up.
- ERD Joint Secretary sought clarification which is the right uses of terminology - 'good urban governance' or 'urban good governance'. It was clarified that the 'good urban governance' is a widely used terminology very much promoted by UN Habitat.

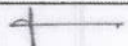
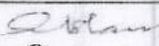
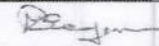
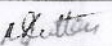


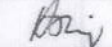
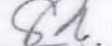


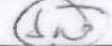
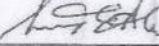
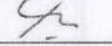

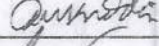
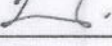
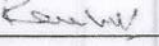
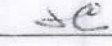
UNDP Bangladesh
Local Project Appraisal Committee (LPAC) Meeting
On

Urban Good Governance, Support to Social Protection Reform & Delivery Initiatives

Attendance Sheet

Date: 23 August, 2011

Venue: Village Well

Sl.	Name	Organization	Designation	Signature
01				
02	Pranab Kumar Neogi	LED	PD, REOPA	
03	Aminul Islam	UNDP	ACD	
04	Munira Begum	ERD	Str. Asst. chief	
05	NANDITA DUTTA	UNDP	Prog. Analyst	
06	Pieter Bossink	UNDP	LPRC	
07	KAN HUI SHED	UNDP	Asst	
08	Ashiqul H. Tanav	UNDP	Prog. Analyst	
09	Shaila Khan	UNDP	Asst. Comdr Director	
10	ROBERT JUKKAN	UNDP	DEP. COUNTRY DIRECTOR	
11	DILEEP KUMAR DAS	ERD	JOINT SECRETARY	 23.8.11
12	Jessica MARRAS	UNDP	ACD PAM	
13	MD. EAKUB ALI	GED PLANNING Commission	Joint chief	
14	Chandranik-ut-bhan	UNDP	ACD	
15	Young	UNDP		
16	Kamal	UNDP	CCS	
17	Ashkur Rahman	UNDP	Prog. Analyst	
18	RICHARD MARRAS	UNDP	ECONOMIST	
19	SARWAT MUHAMMAD	UNDP	CLIMATE CHANGE SPECIALIST	
20				